

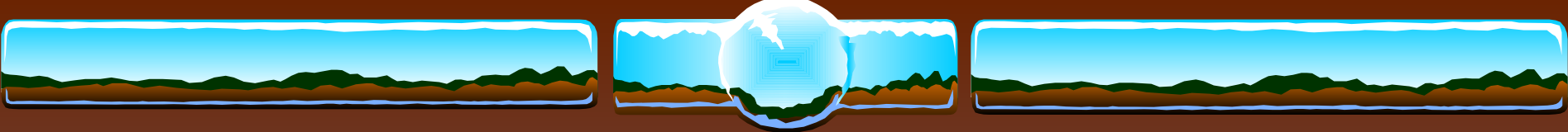


# BEYOND BLACK AND WHITE

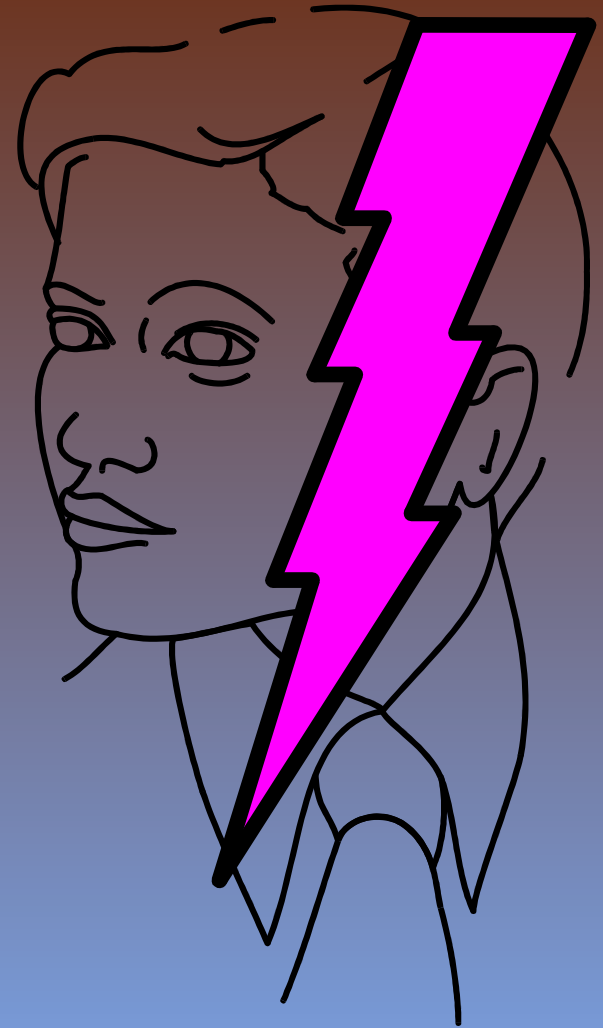
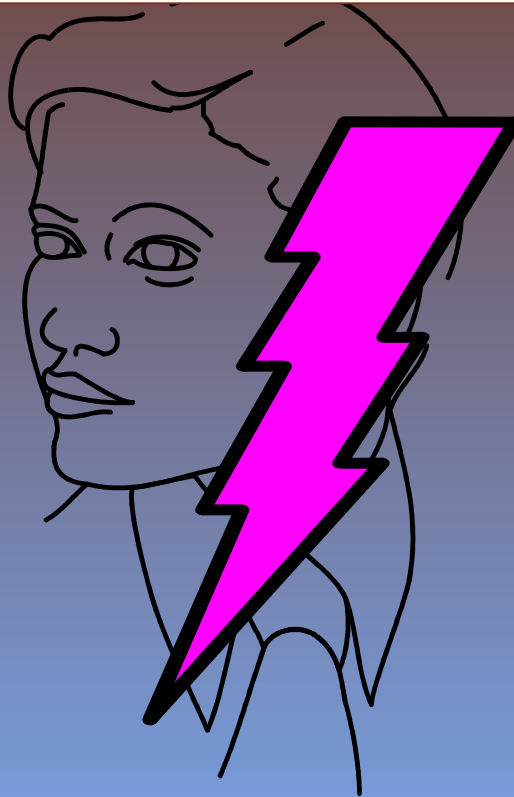
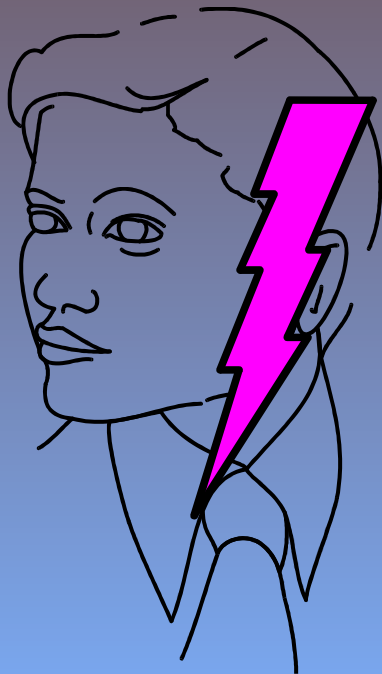


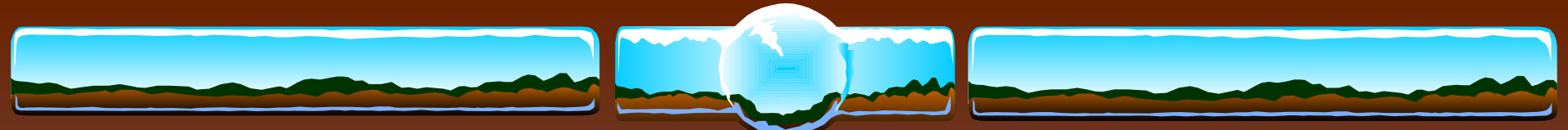
Additional  
information on  
note pages!





# U. S. Demographic Shift





## **WORKFORCE 2000 - Work and Workers for the 21st Century**

**The population and the work force will grow more slowly than at any time since the 1930s**

**The average age of the population and work force will rise, and the pool of young workers entering the labor market will shrink**

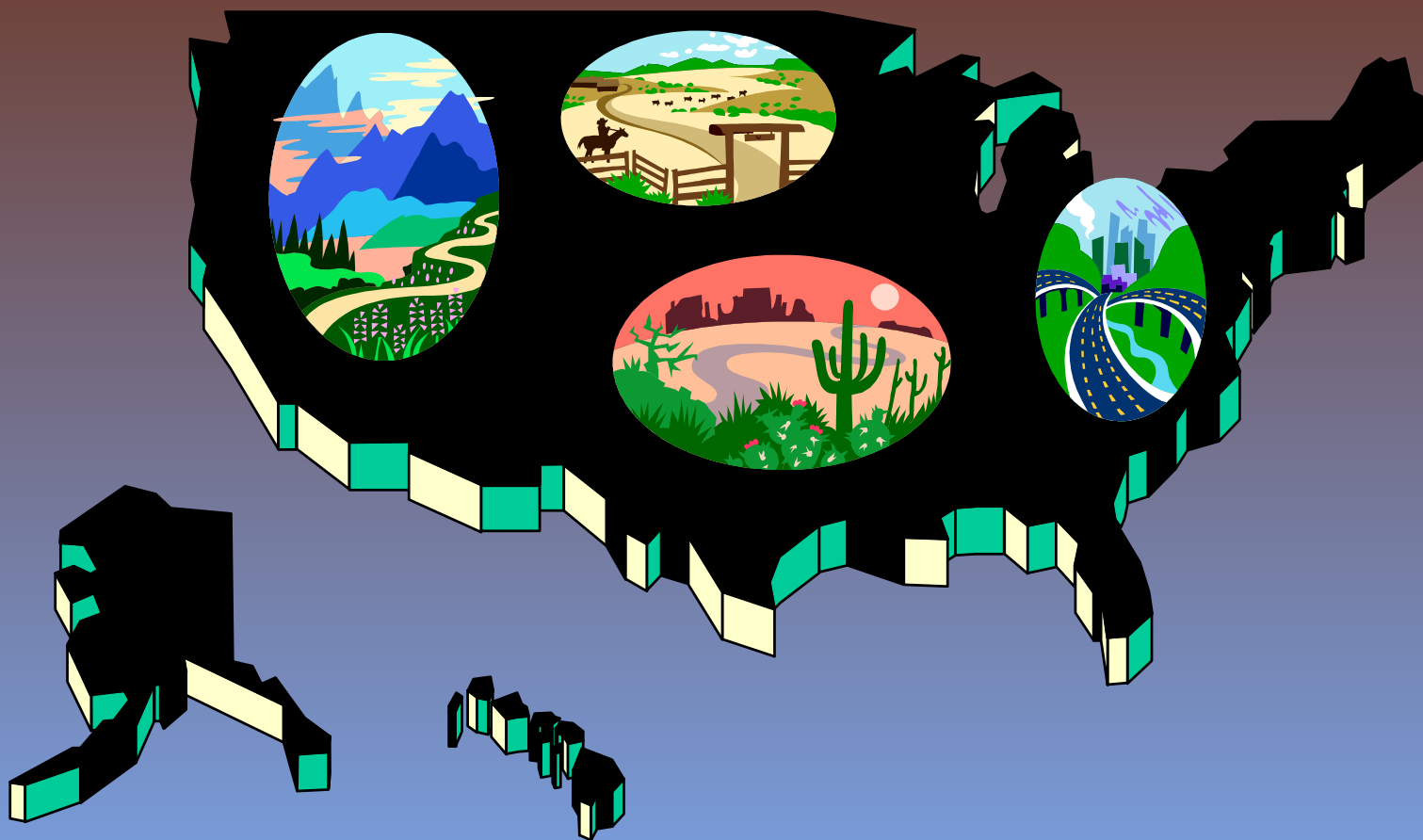
**More women will enter the work force**

**Minorities will be a larger share of new entrants into the labor force**

**Immigrants will represent the largest share of the increase in the population and the work force since the first World War**

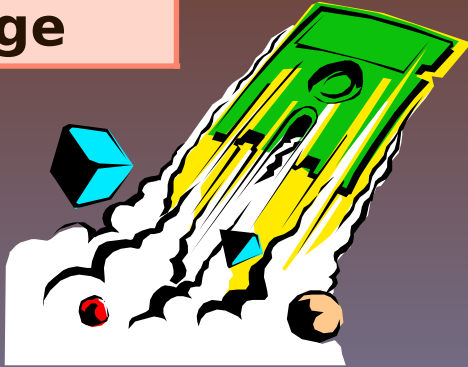
**Report published by the Hudson Institute, Inc**

# WORKFORCE 2020

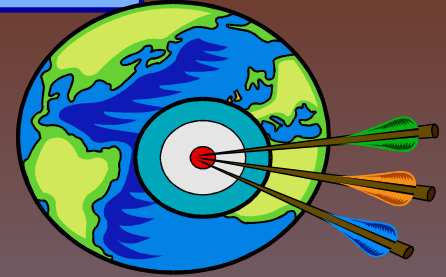


# WORKFORCE 2020 (Cont'd)

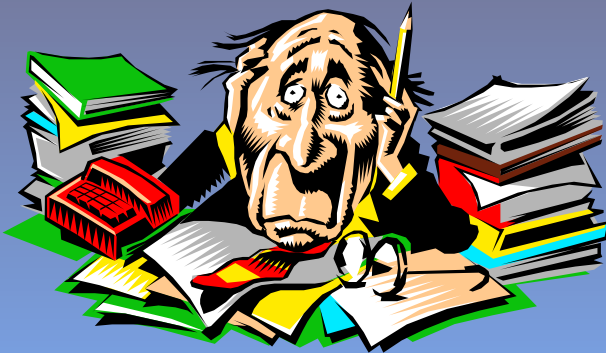
**Technological  
Change**



**Rest  
of  
World  
Matters**



**Older Work Force**



**Ethnic Diversification**



# WORKFORCE 2020 (Cont'd)

## EDUCATION



## IMMIGRATION

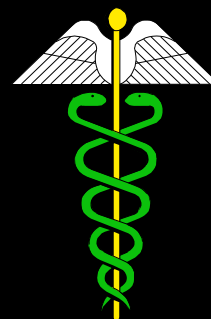
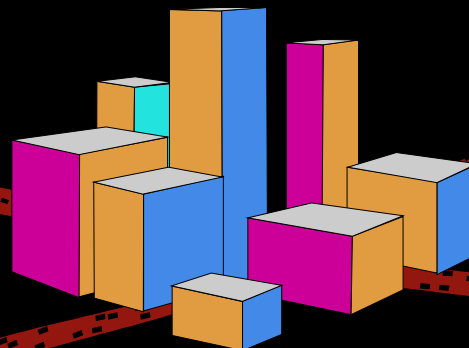
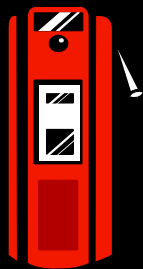


## ENTITLEMENTS

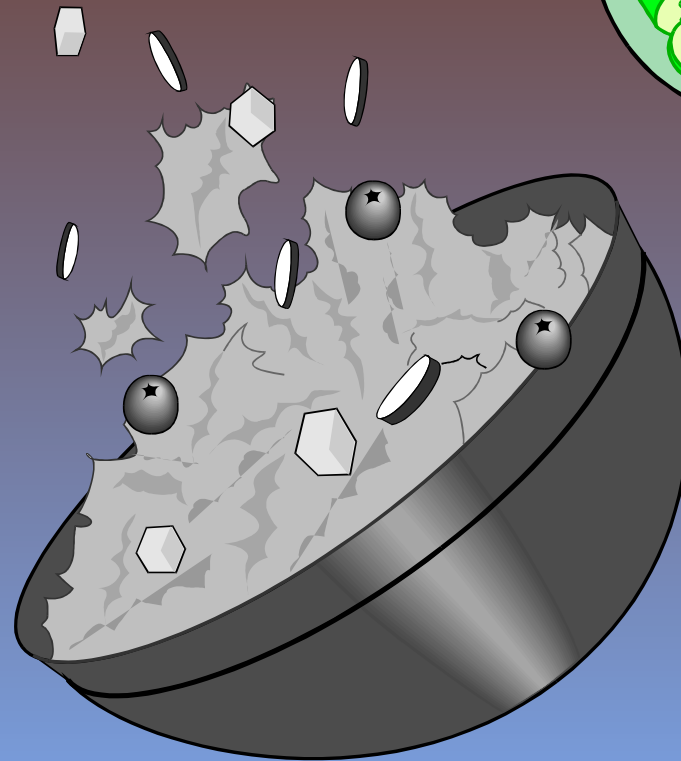


**WE ARE CHANGING!**

**GAS**



# U. S. MELTING POT





# Intercultural I Sensitivity

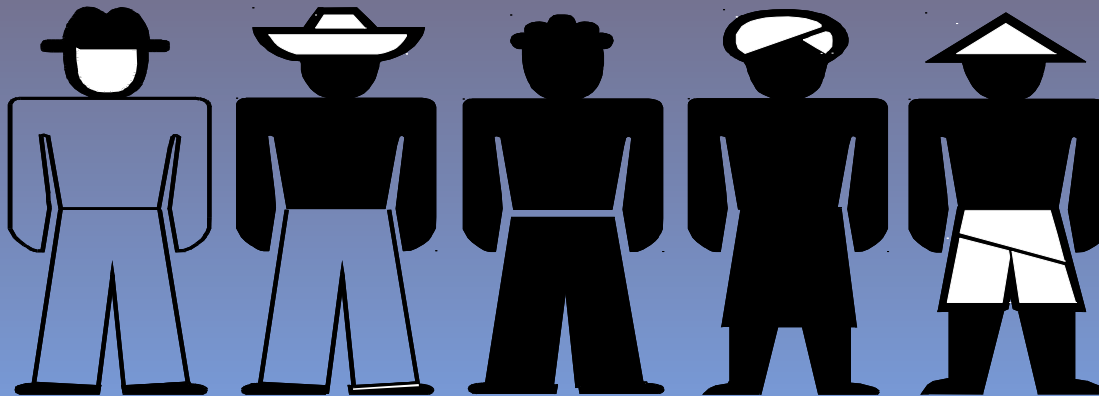




# MANAGING DIVERSITY FOR MANAGERS

## Increasing Challenge

**Must deal with issues and conflicts rooted in culture and language differences**



**“CHANGE IS NOT NECESSARY TO LIFE-  
IT IS LIFE”**



**Attachments**

**Demographics**

**Resistance**

**Commitment**



# **BARRIERS TO DIVERSITY**



**Diversity is not seen as a top priority issue**

**Fear of hiring under-skilled, uneducated employees**

**Strong belief that favors merit**

**Perception that there has been a lot of progress**

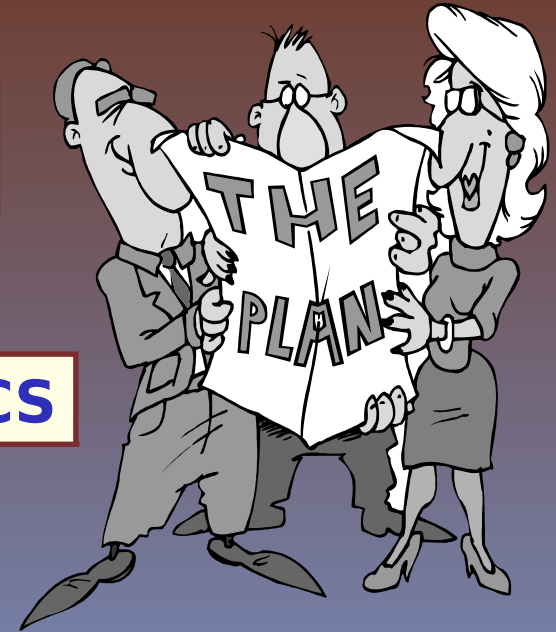
# COMMUNICATION

**DIRECTNESS**



**IT'S MORE THAN  
SPEAKING**

**TOPICS**



**FACIAL  
EXPRESSIONS AND  
EYE CONTACT**

**TOUCH**



**LOUDNESS  
& PITCH**

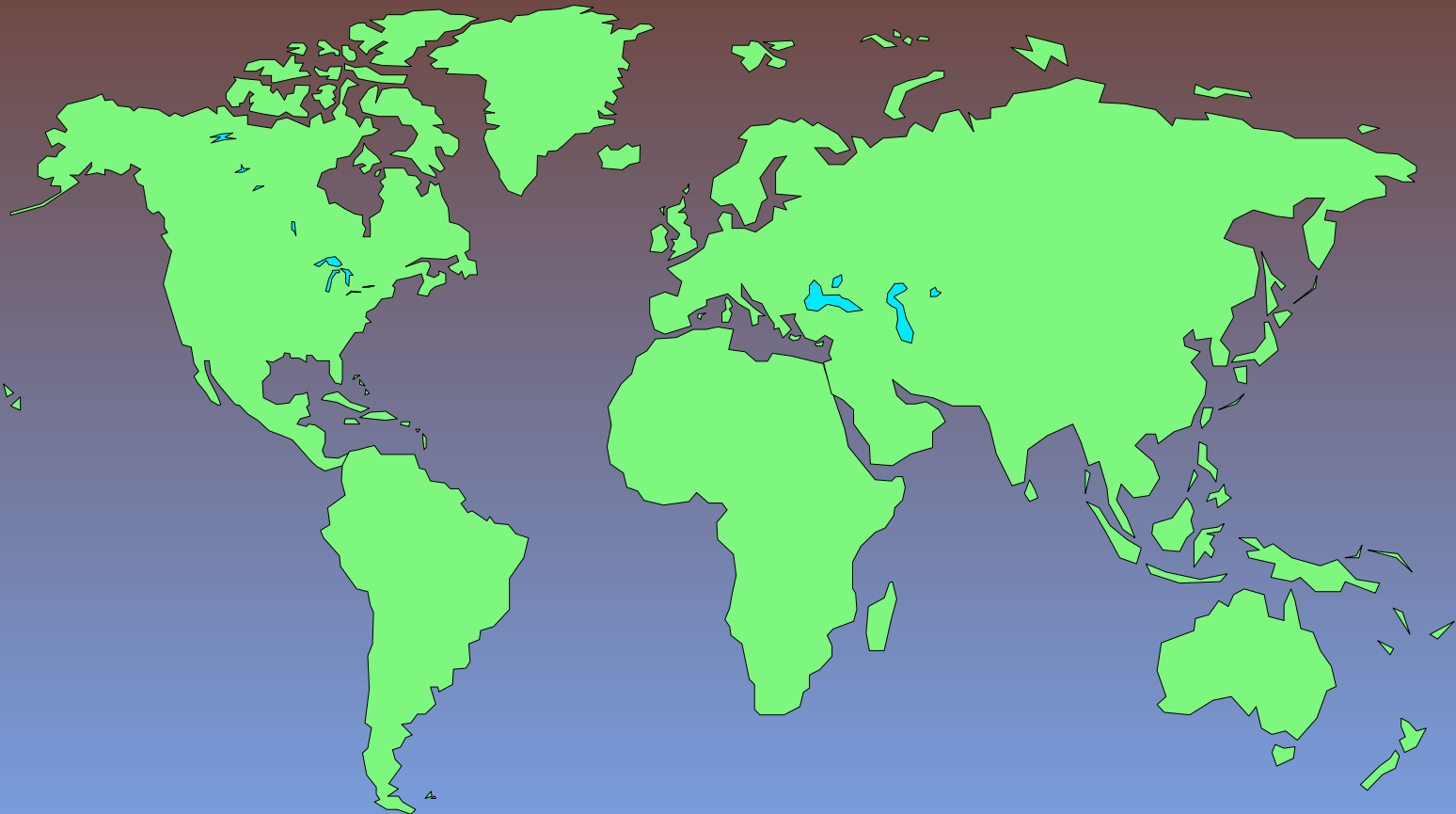


**SILENCE**





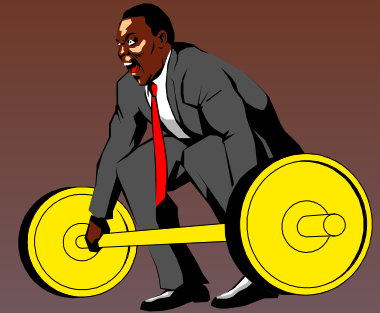
# IMMIGRATION AND RACIAL/ETHNIC SHIFTS



# VARIOUS DIMENSIONS OF DIVERSITY

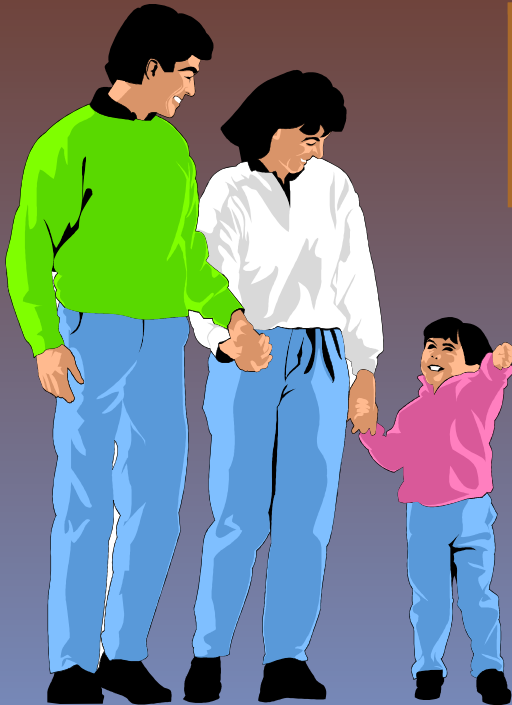
**Age**  
**Ethnicity**  
**Gender**

**Physical Ability**  
**Sexual/Affectional**  
**Orientation**



**Geographic Location**  
**Income**  
**Marital Status**  
**Military Experience**  
**Background**

**Parental Experience**  
**Religious Beliefs**  
**Work Experience**  
**Educational**





# WHAT WE NOTICE ABOUT PEOPLE



**Skin Color - Gender - Age**

**Appearance**  
**Facial Expressions**  
**Eye Contact**  
**Touch**





# **FUTURE: WORK PLACE OBSOLETE!**

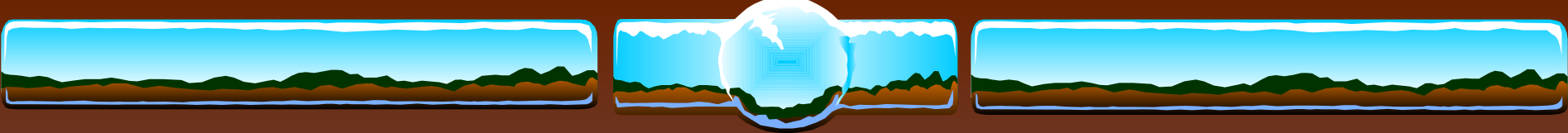
**Dominated by people over 50 and in their  
teens**

**Set up own training  
programs**

**Technology  
a time saver**

**Define jobs in  
terms of goals**

**2006 - 151 million jobs to fill but  
only 141 million workers  
available**



**“In total darkness we are all the same, only our knowledge separates us. Don’t let your eyes deceive you.”**

Janet Jackson, The Rhythm Nation CD

**“Nothing is permanent but change.”**

Heraclitus

**“All that is necessary for evil to triumph is for good men to do nothing.”**

Philosopher  
Edmund Bur

# **THOUGHTS**

**“The greater our knowledge increases, the greater our ignorance unfolds.”**


John Fitzgerald  
Kennedy

**“Change is the law of life. And those who look only to the past or the present are certain to miss the future.”**

John Fitzgerald Kennedy



## **DYNAMIC DEMOGRAPHICS**



**Latinos and Asians will represent  
more than half of the U.S.  
population growth every year for  
the next fifty years**

**By 2005, ethnic minorities will  
account for 47% of the nation's  
population**



**Most immigrants -  
over 85% - come to  
the U.S. legally**

**Most legal  
immigrants, about 8  
out of 11, come to  
join close family  
members**

**As of 1990, about 8%  
of the U.S. population  
was foreign-born. By  
comparison, from  
1870 to 1920, the  
foreign-born made up  
approximately 15% of  
the total population.**

## **Immigrant Mythology**

**A little more than 1.1  
million immigrants  
arrive in the U.S. each  
year.**

**Most undocumented  
immigrants don't  
come to the U.S. by  
crossing a border  
illegally. Six out of 10  
enter the U.S. legally  
with student, tourist,  
or business visas.**



## **DIFFERENCES BETWEEN EEO/AA AND DIVERSITY**

### **EEO/AA**

**Government Initiated**

**Legally Driven**

**Quantitative**

**Problem Focused**

**Assumes Assimilation**

**Internally Focused  
Focused**

**Reactive**

### **DIVERSITY**

**Voluntary (Company Driven)**

**Productivity Driven**

**Qualitative**

**Opportunity Focused**

**Assumes Integration**

**Internally & Externally**

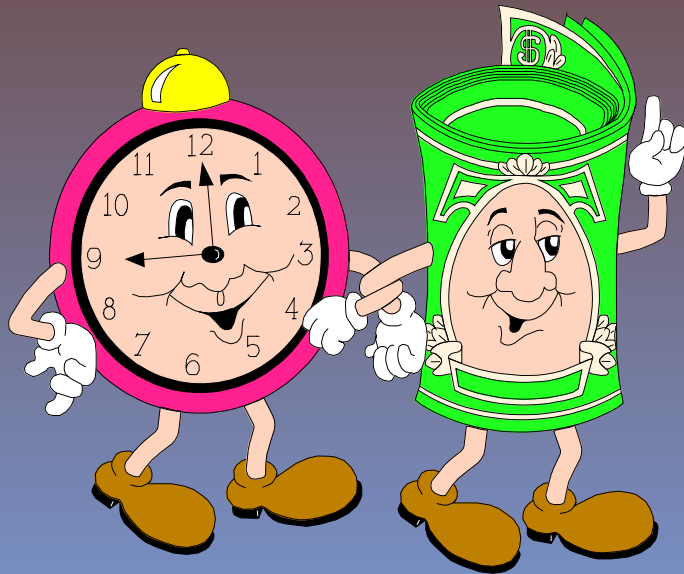
**Proactive**



## IMMIGRANTS FILLING ECONOMIC NICHES



# **IMMIGRANT LABOR**



**Lowered cost of  
housing  
& food in many  
parts of U.S.**



**Adds \$10 billion to  
country's economic  
output**

**Invisible engine that drives  
the profits of many industries**





## **BEST COMPANIES FOR ASIANS, BLACKS, AND HISPANICS**

**Allstate:** The company ties 25% of its bonuses to diversity measurements.

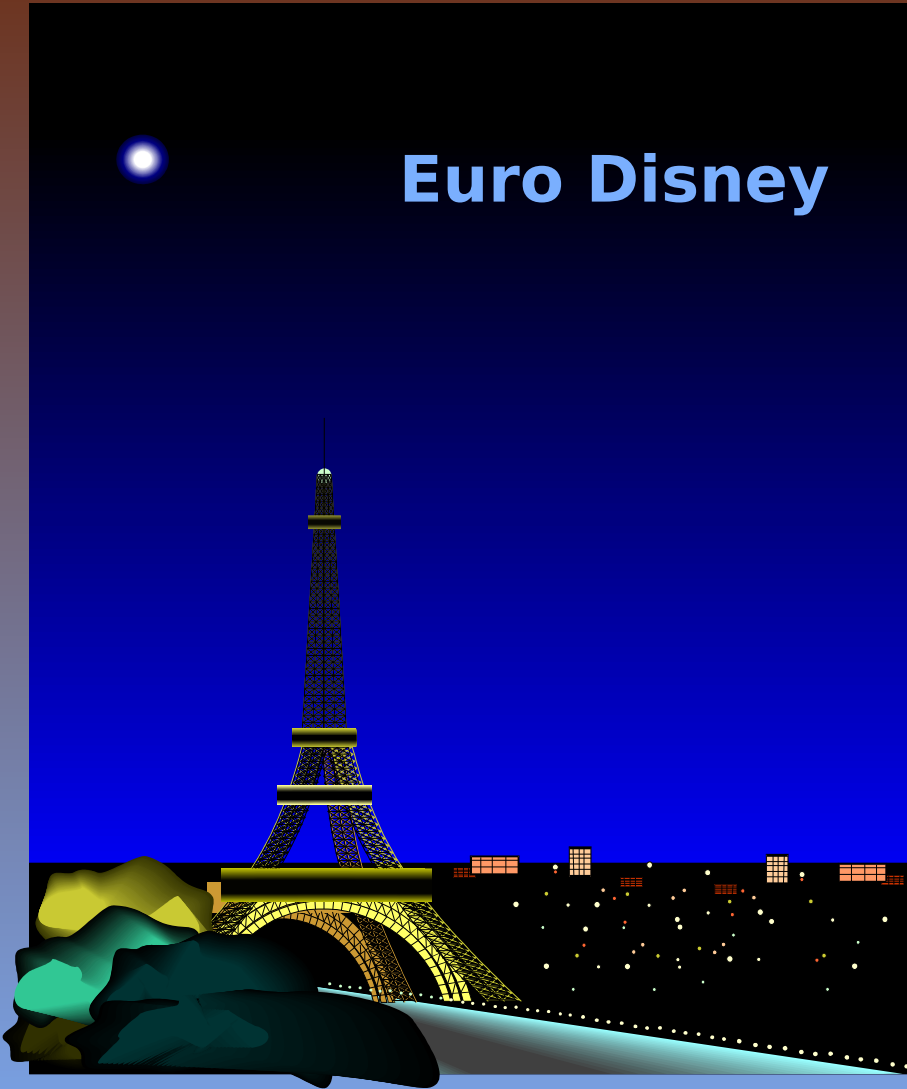
**Advantica:** Parent company of Denny's has every penny of charitable giving going to groups that primarily benefit minorities.

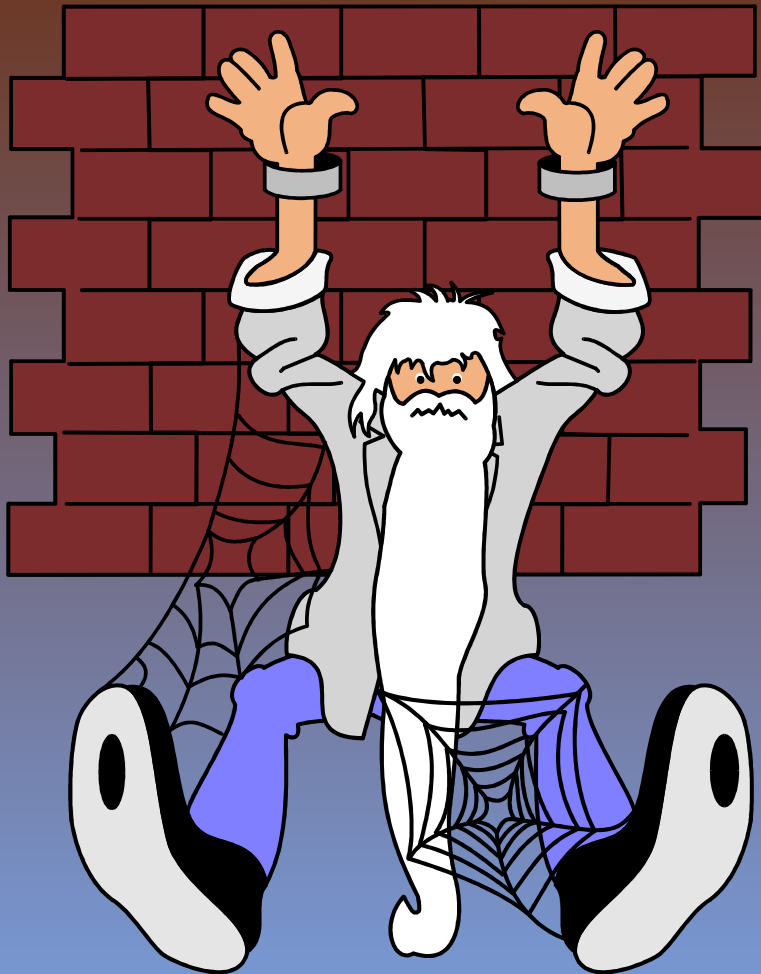
**Liz Clairborne:** One of only two companies without a single lawsuit-dodging, committee-produced, EEOC-inspired diversity plan. Nearly 41% of the \$2.4-billion-a-year fashion company's employees are minorities -- well above the national average of 25.6%.



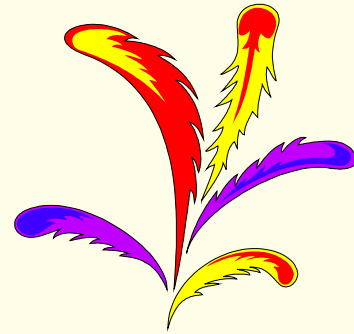
**Euro Disney**

# **THE CUSTOMER EXPERIENCE**

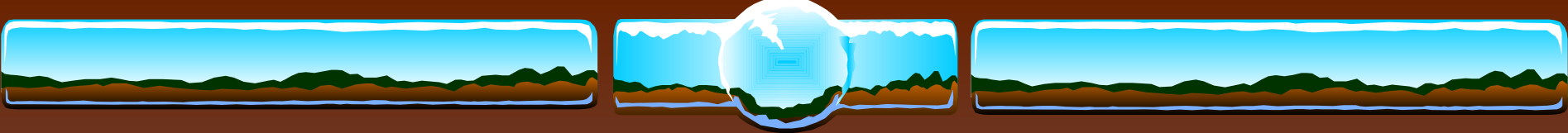




## **WE ARE ALL CAPTIVES OF OUR CULTURE**



**When we value and learn  
from other cultures, we  
enrich our own**



**Note pages on numerous charts provide additional data critical to presenting information**

